

MOBILE AREA  
CHAMBER OF COMMERCE



# 2017 PLAN OF ACTION



KEY TO UNDERSTANDING  
PLAN OF ACTION

---

**GOAL** Each **GOAL** to be accomplished is in bold-type, the numeric items following constitute action plans to meet the **GOAL**.

\* An asterisk indicates a **new item** introduced into the plan of action for the first time.

## TABLE OF CONTENTS

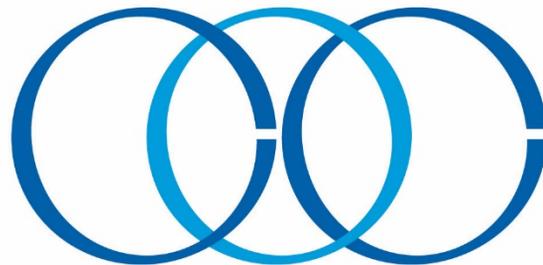
---

<b>STRATEGIC PLAN</b>	<b>3 - 7</b>
<b>COMMUNICATIONS &amp; MARKETING</b>	<b>8 - 11</b>
<b>COMMUNITY &amp; GOVERNMENTAL AFFAIRS</b>	<b>12 - 15</b>
<b>ECONOMIC DEVELOPMENT</b>	<b>16 - 22</b>
<b>FINANCE &amp; OPERATIONS</b>	<b>23 - 25</b>
<b>MEMBERSHIP</b>	<b>26 - 28</b>
<b>SMALL BUSINESS DEVELOPMENT</b>	<b>29 - 32</b>
<b>2017 PLAN OF ACTION SUMMARY</b>	<b>33 - 35</b>

---

# **2016-2018 STRATEGIC PLAN**

---



**MOBILE AREA  
CHAMBER OF COMMERCE**



### **Strategic Plan**

Impacting the Mobile Area Chamber of Commerce  
Annual Plans of Action  
2016-2018

### **The Chamber's Vision**

The Mobile Area Chamber of Commerce will be the leading catalyst for economic expansion in the Mobile area, building more opportunity and an enhanced quality of life for its citizens.

### **The Chamber's Mission**

To serve as a progressive advocate for business needs to promote the Mobile area's economic well-being.

### **Strategic Goals**

#### Jobs

Retain, expand and recruit businesses, investment and jobs in the Mobile area.

#### Advocacy

Create an environment that promotes business and community growth.

#### Value

Provide value, services, opportunities and recognition for our members.

#### Excellence

Operate the Chamber with excellence, innovation and efficiency.

## **Strategic Goal: Jobs**

Retain, expand and recruit businesses, investment and jobs in the Mobile area.

### **Vision:**

By year-end 2018, the Mobile area will have steadily increased jobs, business and capital investments in our community. The Chamber will lead business engagement in more efficient workforce development initiatives.

### **To accomplish this Vision the Chamber will:**

Exceed Partners for Growth goals for jobs, average annual salary and capital investment.

Leverage existing workforce development efforts to deliver coordinated programming and strategic partnerships that address the business community's workforce needs.

Further strengthen Mobile's economy by developing a master plan for a comprehensive entrepreneurial ecosystem, to include the establishment of a downtown incubator to serve as a focal point for entrepreneurship.

In new industry recruitment and expansions, emphasize diversity and that small or disadvantaged businesses will be given consideration as suppliers and service providers.

Research, develop and secure ongoing support for "Partners for Growth" economic development initiative.

Support the growth of existing businesses through an effective Business Retention and Expansion program.

Target specific industry sectors that capitalize on our natural resources, core industries, growth opportunities and infrastructure needs.

Enhance our overall economic development program through strong investor relationships and partnerships with local, state and regional economic development organizations.

Deliver outstanding small business programs and services (business assistance, training, networking and recognition.)

Provide and promote initiatives that strategically increase the growth and success of diverse businesses.

Expand Mobile's international activities and leverage our import/export opportunities.

Foster partnerships and collaborate with higher education to promote and encourage job creation, workforce development, trade expansion and technology transfer.

Engage business to help ensure policymakers and educators recognize the importance of preparing students to meet the critical needs of area employers.

**Success Indicators:**

1. Median income growth trends for the Combined Statistical Area
2. Primary jobs gained
3. Average Salary of Jobs Gained
4. Total Capital Invested

**Strategic Goal: Advocacy**

Create an environment that promotes business and community growth.

**Vision:**

By year-end 2018, Mobile will have a stronger, more diversified business climate. Chamber-led efforts will have secured a more business-friendly environment and needed infrastructure improvements, balancing sustainable growth and ongoing development. Chamber programs and events will have encouraged diversity and fostered community growth.

**To accomplish this Vision the Chamber will:**

Advocate for balanced, responsible development.

Advocate for the needs of business at the local, state and federal level.

Advocate for initiatives that work to recruit and retain a talented workforce.

Promote a balanced, business-friendly climate that encourages economic growth, is responsive to business needs and supportive of business success.

Promote a tax structure that encourages business development and allows area businesses to compete, while providing for the public infrastructure to support a growing economy.

Promote regional planning and the implementation of strategies that are in the long-term best interest of the region and the Gulf Coast's continued recovery.

Promote and secure critical infrastructure improvements to support continued job growth and strategic investment in the region, such as improved storm water drainage, access to our Downtown, and waterfront.

Nurture local, state and national partnerships to address our challenges, achieve legislative successes and improve our region's economic success.

Expose members to ideas and models of success from other communities and initiatives.

Promote access to economic and educational opportunities for all of the area's citizens.

Respect, embrace and value the diversity of our community.

**Success Indicators:**

1. Legislative Accomplishments
2. Progress in Realizing the I-10 Mobile River Bridge
3. Progress in Economic Recovery from the 2010 Oil Spill in the Gulf of Mexico

**Strategic Goal: Value**

Provide value, services, opportunities and recognition for our members.

**Vision:**

By year-end 2018, the Mobile Area Chamber of Commerce will be nationally recognized for consistently exceeding member expectations and delivering the value of membership.

**To accomplish this Vision the Chamber will:**

Continually assess current and future programming to ensure the Chamber delivers excellence in programming and the benefits desired by our members.

Deliver outstanding customer service.

Market the value of Chamber membership to members and the business community.

Identify and educate small and disadvantaged businesses regarding value-added benefits that come with Chamber membership.

Promote active member engagement by building relationships among the Chamber staff, Chamber leadership and the membership-at-large.

Provide programming that benefits participants both professionally and personally.

Deliver the region's best opportunities for business recognition and networking.

Provide valuable professional development opportunities and problem-solving support.

Use leading-edge communications tools to help the Chamber and our members succeed and grow.

**Success Indicators:**

1. Exceed 2,200 members and the national average in membership retention
2. Board of Advisors Engagement and Growth
3. Member Satisfaction
4. Increased usage of Member Rewards and Benefits

## **Strategic Goal: Excellence**

Operate the Chamber with excellence, innovation and efficiency.

### **Vision:**

By year-end 2018, the Mobile Area Chamber of Commerce will be recognized as one of the nation's best through accreditation by the U.S. Chamber of Commerce. The Chamber will be an effective, credible and vital organization known for its high standards, ethical behavior and responsive service.

### **To accomplish this Vision the Chamber will:**

Conduct ourselves in accordance with our values, policies and mission statement.  
Efficiently manage the Chamber's operations and finances to support the strategic plan and annual plans of action.

Consistently and effectively implement the organization's personnel and volunteer policies.

Manage staff and volunteer succession planning for the health of the organization.

Improve the exposure and professional reputation of the Chamber.

Provide stable, long-term funding for the Chamber and its initiatives via an expanding membership base, non-dues income, and private and public sector funding for economic and community development programs.

Ensure Chamber facilities exceed the expectations of our members, guests and staff.

Utilize leading-edge technology to serve the membership and support the mission of the Chamber.

Support diversity in every aspect of the Chamber, to include our Board of Directors, membership, staff and programming.

Earn the U.S. Chamber's highest accreditation in recognition of excellence in the Chamber's governance, finances, governmental affairs, human resources, program development and technology.

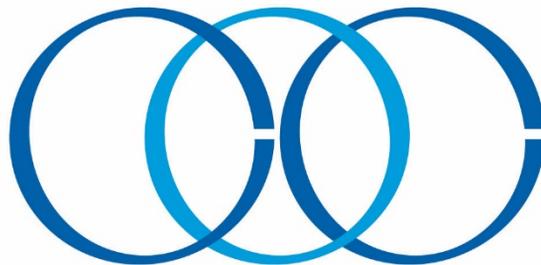
### **Success Indicators:**

1. Five-Star Accreditation by the U.S. Chamber of Commerce
2. Certification by the Chamber of Commerce Association of Alabama
3. Healthy Chamber Finances
4. Membership Growth and Retention

---

# **COMMUNICATIONS & MARKETING**

---



**MOBILE AREA  
CHAMBER OF COMMERCE**

## COMMUNICATIONS & MARKETING

### 2017 Plan of Action

Submitted by Leigh Perry-Herndon, Vice President

**GOAL: Provide a constant, proactive and interactive communications program to Mobile Area Chamber members to encourage and maintain an interest in the Chamber and support of our efforts. (Supports strategic goal: Value)**

1. Plan and present an Annual Meeting, which will be enjoyable for our members and showcase Chamber accomplishments.
2. Continue production of the Chamber's monthly newsletter, *The Business View* and distribute to both Chamber members and all Mobile County businesses.
3. Continue blog posts to enhance the online edition of *The Business View*, with breakout monthly features to increase online readership.
4. Continue production of *The Business View Weekly*, a weekly electronic supplement to *The Business View*, and increase distribution to members and non-members.
5. Implement social media and marketing strategies to include the Chamber's website, Facebook, LinkedIn, Twitter, Instagram and YouTube for Chamber programs, issues and events.
6. Publish the 2016 annual report, inserted in *The Business View*. Include in it a summary of the 2017 Plan of Action, and an overview of the new strategic plan with benchmarks for success.
7. Continue to distribute electronically the monthly calendar of Chamber events including a digital version of *The Business View*, and bi-monthly calendar of upcoming Chamber events.
8. Promote the communications and marketing department as a value to other departments for their marketing needs and assist as needed to help them achieve their event goals.
9. Coordinate logistics including graphics work, traditional media, social media, and event planning for most Chamber events.
10. Provide public relations and marketing feedback, and input to Chamber member firms. Ways to assist include:
  - Editing news releases
  - Supplying media lists
  - Assist with creative brainstorming
  - Sharing Chamber photographs
  - Event logistics
11. Continue the public relations roundtable to collect input on national and regional media pitches, offer online assistance, generate ideas and serve as mentors.

12. Review and update the Chamber's crisis manual annually and graphic standards manual as needed.
- 13\*. Implement a new video strategy using interns to promote Chamber events and issues.

**GOAL: Improve the Mobile Area Chamber's image in the minds of the public and make them better aware of who we are and our mission.** *(Supports strategic goal: Advocacy)*

1. Develop a communications program that will most effectively utilize written, electronic and other media opportunities. This will include:
  - Capturing all free promotion opportunities such as PSA television and radio time, public affairs programming, newspaper special sections, etc.
  - Implementing the communications and marketing strategies (i.e.: event planning, traditional media, graphic design, social media, videos) for the majority of Chamber special events and projects.
  - Creating a uniform content and design for all departments' events.
  - Maintaining a multi-platform media kit/advertising portfolio for members.
  - Researching best communications practices from peer chambers.
2. Continue to update and promote the Chamber's website and social media sites.
3. Continue to implement the local marketing campaign to enhance, promote and recognize benefits of Chamber membership.
4. Create and distribute monthly, or as needed, Chamber white papers highlighting important activities and key messages for staff and members.
5. Coordinate travel trips for Chamber members and their guests. These include Croatia (March 2017) and Tuscany & the Italian Riviera (November 2017).
6. Host Cash MOB events to reach out to younger members and promote buying local.

**GOAL: Promote the Chamber and the Mobile area via the Chamber's websites, electronic publications and social media outlets.** *(Supports strategic goal - Advocacy)*

1. Monitor, review and update the Chamber's website to keep information up-to-date and as accurate as possible.
2. Monitor all communications sent to members by email. Continue to use Constant Contact for optimum quality and consistency in messages.
3. Continue to expand the Chamber's social media presence on Facebook, Twitter, Instagram, LinkedIn and YouTube. Track activity including number of likes and impressions.

4. Continue to research the latest technology available to better streamline the Chamber's online presence.
5. Continue promoting the Save Local Now Program to be hosted on the Chamber's website.

**GOAL: Improve dialogue with media outlets and promote Chamber activities and issues more heavily in the local market.** *(Supports strategic goal: Advocacy)*

- 1.\* Pitch business and Chamber-related articles to the media, including newspaper, podcasts, television, radio, magazines, podcast and other online media.
2. Conduct media briefings with individual members of the media to update them on Chamber programs and community issues, as needed.
3. Schedule visits to regional and national media centers to pitch stories on Mobile and area businesses, in partnership with key community leaders and ad agencies.
4. Deliver media packages to local media providing them with information about the Chamber and available resources ongoing, as needed.
5. Promote subscriptions to the Chamber's blog to increase readership and engagement.
6. Customize each department's marketing plan as it relates to significant event promotions in 2017. This will include: media, social media, graphic design and event planning.

**GOAL: Assist the Economic Development Department with implementing the national marketing campaign.** *(Supports strategic goal: Jobs)*

1. Continue working with economic development marketing materials in coordination with the economic development department.
- 2.\* Support Economic Development's marketing efforts at the Paris Air Show.
- 3.\* Assist the Economic Development Department or an advertising/public relations firm or freelancer to create publications for the 2018-2022 Partners For Growth III campaign.

#### **DELETIONS**

Under GOAL: Provide a constant, proactive and interactive communications program to Mobile Area Chamber members to encourage and maintain an interest in the Chamber and support of our efforts. *(Supports strategic goal: Value)*

- \*10. Update a digital version of the Chamber's Guide to Mobile *(Completed)*

- \*14. Support the new Mobile branding effort being developed by Visit Mobile (formerly the Mobile Bay Convention & Visitors Bureau), and integrate it into the Chamber's branding effort. *(Completed)*

Under GOAL: Improve the Mobile Area Chamber's image in the minds of the public and make them better aware of who we are and our mission. *(Supports strategic goal: Advocacy)*

- 5. Coordinate travel trips for Chamber members and their guests. These include Scotland (April 2016), Rhine River Cruise (October 2016) and Costa Rica (November 2016). *(Completed)*

Under GOAL: Promote the Chamber and the Mobile area via the Chamber's websites, electronic publications and social media outlets. *(Supports strategic goal: Advocacy)*

- 1. Redesign and launch summerscrubs.com, healthoccupationscareerfair.com, offshorealabama.com and bayareahealthcarecoalition.com. *(Completed)*

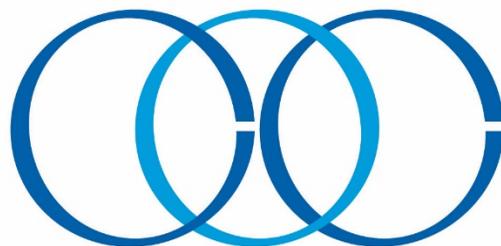
Under GOAL: Assist the Economic Development Department with implementing the national marketing campaign. *(Supports strategic goal: Advocacy)*

- 1. Redesign all national economic development marketing materials in coordination with the economic development department. *(Completed)*

---

# **COMMUNITY & GOVERNMENTAL AFFAIRS**

---



**MOBILE AREA  
CHAMBER OF COMMERCE**

## COMMUNITY AND GOVERNMENTAL AFFAIRS

### 2017 Plan of Action

Submitted by Ginny K. Russell, Vice President

**GOAL: Develop and obtain passage of the Mobile Area Chamber of Commerce Community Legislative Agenda** *(Supports strategic goal: Advocacy)*

1. With input from Chamber members and community partners, identify legislative and community priorities by convening key community partners. Seek collaboration on an agenda that is strategically focused on the community's long-term economic health.
2. Engage Chamber members in advocacy through the Governmental Affairs Committee process.
3. Survey membership on priority issues as needed.
4. Strengthen local, state and federal elected officials' understanding and support for Chamber initiatives.
  - Seek opportunities to include elected officials and key appointed cabinet members in appropriate Chamber-related events.
  - Recruit participants and coordinate 2017 Washington, DC Fly-In to lobby for the community's federal priorities.
5. Coordinate lobbying trips for members to Montgomery during the session as needed.
6. Collaborate with the Metro Four Chambers, Southwest Alabama Regional Chambers of Commerce, Chamber of Commerce Association of Alabama (CCAA), Business Council of Alabama (BCA), Impact Alabama, Manufacture Alabama, Economic Development Association of Alabama, United States Chamber of Commerce, Coastal Alabama Partnership (CAP), South Alabama Regional Planning Commission (SARPC) and local business associations (Keep Mobile Growing, PEP, REALTORS, etc.) in support of key business community issues.

**GOAL: Recognize and promote importance of transportation infrastructure to continuing business growth.** *(Supports strategic goal: Advocacy)*

1. Use the Transportation Coalition to identify, recommend and advocate for critical transportation projects, such as completion of four-laning of U.S. Highway 98, that are in Mobile's best interest and would have significant positive economic development impact.
2. Broaden the Build the I-10 Bridge Coalition to sustain community involvement and advocate for approval of project milestones through project completion.
  - Continue to advocate for design and construction of the B-prime route of the Mobile River I-10 bridge project, to include the widening of the I-10 Bayway east of Mobile to the Florida state line.
  - Investigate funding options for a new bridge.

- Continue to market the bridge initiative in partnership with CAP for the Build the I-10 Bridge Coalition.
- Engage as needed the Air Service Task Force, Mobile Airport Authority and other regional partners to increase awareness concerning more competitive air service at Mobile Regional Airport

**GOAL: Promote a local, business-friendly political and legislative climate that encourages economic growth, is responsive to business needs and supportive of business success** *(Supports strategic goal: Advocacy)*

1. Host regular meetings (in partnership with other Chamber departments) with representatives of the City of Mobile, the County of Mobile and the Mobile legislative delegation to promote understanding and support of key issues. Those meetings should include:
  - City/County/Chamber lunches – Quarterly
  - Government/administrative staff meetings – Ongoing
  - District-by-district City Council and/or County Commission meetings with Chamber member businesses – As needed
  - Congressional staffer meetings – As needed
  - Update Mobile City Council and Mobile County Commissioners on Chamber economic development activities – Quarterly
2. Host periodic meetings with area Chamber leaders from Mobile County, Baldwin County, Washington County, other surrounding counties and the Metro Four Chambers to encourage dialogue and cooperation.
3. Host receptions and events that strengthen relationships between Chamber members and local/state/federal elected and appointed officials, such as State of City/County Lunch, Champagne & Oysters, Legislative Lunch & Reception, Forum Alabama, Washington Fly-In, Pork & Politics in the Park, Energy Forum and Governor’s Forum.

**GOAL: Convene key groups and organizations to identify and work on vital community issues.** *(Supports strategic goal: Advocacy)*

1. Seek ways to support the quality of life goals of organizations such as Coastal Alabama Partnership (CAP), Partners for Environmental Progress (PEP), Mobile Bay National Estuary Program (MBNEP), Gulf Coast Recovery Council, Mobile Baykeeper and other regional partners.
2. In partnership with the Junior League of Mobile, present the Corporate Community Service Award to a member business that makes employee volunteer efforts a part of their corporate vision, policies and operations.
3. Through the Chamber’s Energy Committee, advocate and educate our members on how energy drives economic development in our region; research opportunities to host an energy forum.

4. Work with local government to support long range collaborative planning and community development for initiatives, such as Map for Mobile, Mobile Greenway Initiative, Pay-As-You-Go, Bloomberg Innovation Team, Bring Back Broad, etc.

**GOAL: Improve communication with the membership, elected officials and Chamber staff on key community issues.** *(Supports strategic goal: Advocacy)*

1. Provide regular updates to government leaders on the Chamber's Community Legislative Agenda as well as other Chamber-driven issues, using Insiders Update, the Chamber website, Mobile Business Voice, quarterly performance reports and one-on-one contacts.
2. With support from Communications & Marketing Department, provide issue and policy updates and seek opportunities to educate our membership on various positions via The Business View, The Business View Weekly and social media.
3. Maintain the elected officials' directory in the SBA database.
4. Maintain the Chamber's Position Statement Manual as positions are taken on local, state and federal legislation; make current policy and position statements accessible on the Chamber's website.

**GOAL: Implement the Leaders Exchange with a focus on workable solutions to regional and local issues.** *(Supports strategic goal: Advocacy)*

1. Work with Chamber leadership and local elected officials to determine focus areas for the Leaders Exchange program.
2. Research, coordinate and produce all aspects of the event (i.e., location, speakers, sponsors, logistical support, etc.).
  - Enhance marketing efforts by collaborating with the Communications & Marketing Department. Call on Board members to market and recruit participants and sponsors.
  - Call on the CGA vice-chairman to spearhead participant recruitment.
3. When appropriate, reconvene the Leaders Exchange participants to further study trip initiatives.

**GOAL: Encourage positive military and civilian relationships.** *(Supports strategic goal: Advocacy)*

1. Support the activities of the Military Affairs Committee, to include Military Appreciation Day, Veterans Day Commission events and networking opportunities that strengthen relationships of local military organizations and military members with businesses in the Mobile Area, such as tours of Ingalls, Austal and US Coast Guard operations.
2. Seek opportunities to encourage business to hire military veterans who offer valuable skills, management expertise and a disciplined work ethic.

4. Work with local government to support long range collaborative planning and community development for initiatives, such as Map for Mobile, Mobile Greenway Initiative, Pay-As-You-Go, Bloomberg Innovation Team, Bring Back Broad, etc.

**GOAL: Improve communication with the membership, elected officials and Chamber staff on key community issues.** *(Supports strategic goal: Advocacy)*

1. Provide regular updates to government leaders on the Chamber's Community Legislative Agenda as well as other Chamber-driven issues, using Insiders Update, the Chamber website, Mobile Business Voice, quarterly performance reports and one-on-one contacts.
2. With support from Communications & Marketing Department, provide issue and policy updates and seek opportunities to educate our membership on various positions via The Business View, The Business View Weekly and social media.
3. Maintain the elected officials' directory in the SBA database.
4. Maintain the Chamber's Position Statement Manual as positions are taken on local, state and federal legislation; make current policy and position statements accessible on the Chamber's website.

**GOAL: Implement the Leaders Exchange with a focus on workable solutions to regional and local issues.** *(Supports strategic goal: Advocacy)*

1. Work with Chamber leadership and local elected officials to determine focus areas for the Leaders Exchange program.
2. Research, coordinate and produce all aspects of the event (i.e., location, speakers, sponsors, logistical support, etc.).
  - Enhance marketing efforts by collaborating with the Communications & Marketing Department. Call on Board members to market and recruit participants and sponsors.
  - Call on the CGA vice-chairman to spearhead participant recruitment.
3. When appropriate, reconvene the Leaders Exchange participants to further study trip initiatives.

**GOAL: Encourage positive military and civilian relationships.** *(Supports strategic goal: Advocacy)*

1. Support the activities of the Military Affairs Committee, to include Military Appreciation Day, Veterans Day Commission events and networking opportunities that strengthen relationships of local military organizations and military members with businesses in the Mobile Area, such as tours of Ingalls, Austal and US Coast Guard operations.
2. Seek opportunities to encourage business to hire military veterans who offer valuable skills, management expertise and a disciplined work ethic.

3. Encourage collaboration on legislative issues that impact military affairs.

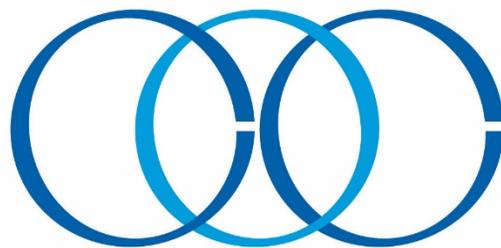
#### **DELETIONS**

3. Leverage Mobile Business Voice, a digital advocacy tool of the USCOC to increase member engagement on critical issues.
  - Enable our members to more directly voice their business concerns to local, state and federal representatives.
4. Coordinate lobbying trips for members to Montgomery during the session as needed (move from first goal to third goal).
- 5.\* Work to identify expatriates of Mobile to enhance Chamber grassroots outreach.
- 3.\* Research opportunities for awards and recognition of Chamber members who provide a military friendly work environment; continue to identify veteran-owned Chamber member businesses.

---

# **ECONOMIC DEVELOPMENT**

---



**MOBILE AREA  
CHAMBER OF COMMERCE**

## ECONOMIC DEVELOPMENT

### 2017 Plan of Action

Submitted by Troy L. Wayman, Vice President

**GOAL: Aggressively market the Mobile region for business locations and expansions based on community strengths, unique strategic advantages and governed by community quality of life objectives. Support the five-year Partners for Growth goal of creating an average of 800 new jobs per year. (Supports strategic goal: Jobs and Advocacy)**

1. Serve as the primary contact for statewide developers, global consultants and international and domestic prospects inquiring about the Mobile area for economic development. Proactively market Mobile with a prepared and professional approach to project multipliers and potential investors to diversify and strengthen the local economy.
  - Market existing available buildings and sites to international and domestic companies, statewide economic development agencies and global consultants.
  - Identify and prioritize new buildings and sites in the Mobile area to expand inventory.
  - Develop and implement a strategic plan for Industrial Park development.
  - Attend recruiting trips and trade shows targeted to industry sectors, specific businesses, and global consultants.
  - Leverage Mobile's logistics advantages including the container terminal, the Port of Mobile, Mobile Aeroplex at Brookley, Mobile Regional Airport, rail service, and highway infrastructure.
  - Support Mobile Airport Authority's marketing efforts to high-potential partners, particularly Airbus U.S. Manufacturing Facility suppliers.
  - Partner with the University of South Alabama to market their assets to strengthen business recruitment efforts.
  - Produce and maintain top-quality marketing and presentation materials, including general fulfillment pieces, specialized "topic" briefs, incentive briefing packages, and site and building marketing brochures.
  - Maintain and continuously update the ED website targeted at site location consultants as well as new and expanding businesses.
  - Work with the Communications and Marketing Department to generate positive media coverage for community activities and business developments.
  - Develop strong recognition of the Mobile region's qualities and successes by communicating with economic development allies and site location consultants.
  - Maintain aggressive project management capabilities by scrutinizing project activity, including local allies whenever possible and traveling to meet with prospects as needed.
  - Work on regional efforts with Baldwin County to create jobs by leveraging joint assets, such as the Baldwin County Megasite.
  - Acquaint new-to-Mobile business executives with their new home via *MobileConnect*, offering a seminar series as well social interaction with PFG-Investor host couples.
  - Offer member companies' foreign national employees guidance in acclimating to their new home in the United States via special section on the Chamber's website.

2. Provide business support to specific existing business sectors in the Mobile area for the purpose of identifying expansion opportunities and related projects to create/retain jobs.
  - Visit 15 existing companies per month to identify concerns impacting business (workforce, incentives, technology) and assist by connecting to community resources.
  - Direct the *Synchronist* Business Retention & Expansion (BRE) software program. Prepare to convert in 2017 to the Salesforce program.
  - Maintain momentum of the Business Retention and Expansion (BRE) committee and the dialogue between the business community and the community at large. In 2017, target the advanced manufacturing sector for visits and identify key issues for BRE meeting topics that impact this sector.
  - Increase the visibility of companies involved in the supply and support of offshore oil and gas exploration and production by organizing task force meetings, attending and exhibiting at conferences, and maintaining the OffshoreAlabama.com website.
  - Administer the Gulf Coast Technology Council (GCTC), the GCTC Steering Committee, the GCTC scholarship fund program, and the GCTC website.
  - Organize bi-monthly GCTC professional development/networking meetings, quarterly 'Conversation with the CTO,' annual TechMixer social and other social/networking happenings during the year.
  - Increase visibility of technology companies along the Gulf Coast by exhibiting at and suggesting local speakers for the annual iTen Wired conference, participating in the Computer Information Technology World at SAWDC's Worlds of Opportunity.
  - Support entrepreneurial growth in the region by participating in and providing mentors for local start-ups who participate in the EDPA's Alabama Launchpad program.
  - Support the Innovation PortAL by assisting with its introduction to the GCTC and tech community.
  - Direct the nomination and selection process for the Chamber's Innovator of the Year and Manufacturer of the Year and Business Council of Alabama's Manufacturer of the Year.
  - Provide BRE feedback in support of the Chamber's international trade, workforce development, community and governmental affairs, small business efforts, and membership growth.

**GOAL: Staff economic development services for the Washington County Economic Development Initiative (WCedi).** *(Supports strategic goal: Jobs)*

1. Maintain relationships with communities and business through quarterly visits with local public (elected and non-elected) officials, existing industry leaders and adjacent counties.
2. Market the McIntosh Industrial Park, Washington County Business Park and other industrial properties to support existing industry and encourage new investment for the region.
3. Provide economic development services for existing industry sectors, municipalities, and private business partners.
4. Align and support workforce development, marketing, and recruitment efforts with the Mobile Area Chamber of Commerce Economic Development Department.

5. Keep the Chamber apprised of Washington County industry's services and products in order to promote synergies with new or existing industries in the region.
6. Promote MAST Initiative growth strategies in partnership with the Mobile Area Chamber of Commerce, utility partners, and the existing chemical sector.

**GOAL: Provide staff support and expertise to the Industrial Development Board (IDB), the Industrial Development Authority (IDA) and the Industrial Park Board (IPB).** *(Supports strategic goal: Jobs and Value)*

1. Create cost-benefit analysis and staff recommendations for each project.
2. Act as Secretary and/or Assistant Secretary for the Board(s): schedule and advertise meetings; take meeting minutes; maintain meeting files and original minutes of meetings; and ensure project files are complete.
3. Calculate any payment due to Mobile County for tax abatements granted by the IDB.
4. Work directly with the financial auditor on development and execution of the annual audit.

**GOAL: Involve Chamber volunteer leadership, City and County elected leadership, and local agency allies in current Plan of Action implementation, as well as long-term economic development planning and funding.** *(Supports strategic goal: Jobs and Value)*

1. Provide value-added programs/information for Partners for Growth investors and Chamber members. Enhance the Partners for Growth investor relations program. Implement targeted communications plan including comprehensive quarterly economic development activity reports to PFG investors and annual personal visits to each investor by Chamber president, chief operating officer or Economic Development vice president. Present State of the Economy event annually.
2. Work with the PFG Steering Committee to garner strategic guidance in economic development activities. Provide comprehensive economic development activity reports to the Chamber board at their scheduled meeting.
3. Update City and County officials on economic developments efforts to coincide with the release of the PFG Quarterly Report, and more often as needed.
4. Manage the Partners for Growth campaign for 2017 and prepare implementation of PFG program work for 2018-2022.

**GOAL: Generate, collect, organize, provide and publish information to support economic development activities that service the needs of prospects, global consultants, existing industries, and members. (Supports strategic goal: Value)**

1. Develop and produce lists and publications that provide information to prospects and Chamber members. These will include:
  - Current Statistics
  - Foreign Based Investment
  - High Tech Industry Listing
  - Mobile Corporate Headquarters Listing
  - Mobile County Overview
  - Mobile's Largest Employers
  - Mobile's Largest Manufacturers and Non-Manufacturers
  - New and Expanding Companies
  - Custom reports, as needed, to support business development and stakeholders' needs
2. Research and develop information about the Mobile area for distribution to prospects, global consultants, existing industries, and members.
  - Complete scheduled data updates on the website, marketing presentation, and marketing collaterals.
  - Strive to develop a "Data Center" on the website where frequently requested information can be accessed.
3. Manage Salesforce and ensure that it is built to adequately support the department's needs.
4. Conduct scheduled updates to the property database internally within Salesforce and externally on Economic Development Partnership of Alabama's (EDPA) Advantage Alabama database. Embed the Advantage Alabama database on the website to make accessible to prospects, global consultants, and existing industries.
5. Conduct the quarterly Cost of Living Survey with C2ER, a national cost of living organization, to provide meaningful comparison figures and serve as a representative at the annual C2ER conference.
6. Identify a credible source for a cost of doing business index and utilize to make the business case for Mobile.
7. Continually educate colleagues on the following:
  - Optimally utilizing Salesforce,
  - Properly interpreting data in marketing presentations and collaterals, and;
  - Other data-related and database management areas as needed.

8. Track monthly staff activity such as the number of prospect inquiries and site visits, the number of economic development packets mailed, etc.
9. Assist with Investing in Manufacturing Communities (IMCP) grant applications by providing requested data and analysis.
10. Monitor and report progress on Partners for Growth metrics.
11. Support data-driven decisions within the Chamber by providing data analysis to Chamber leadership.
12. Collaborate with colleagues to identify assessment and analysis needs and leverage the Center for Real Estate Studies and Economic Development at the University of South Alabama when needed.
13. Research “best practices” across the U.S. to continuously improve data presentation and delivery.

**GOAL: Further develop the Mobile region as a center for international trade and transportation to enhance the foreign sales of area products and services. (Supports strategic goal: Jobs and Advocacy)**

1. Provide market and product opportunities and trade development resources to prospects and existing industry.
  - Maintain a database of area exporters and their stated interests/future opportunities.
  - Enhance educational opportunities by hosting two or more current trade issue events annually.
  - Conduct export readiness seminars to provide training and market research.
  - Host market trade briefings.
  - Host and sponsor foreign trade delegations and associations.
  - Provide basic market research for the international business community.
  - Produce periodic articles for *The Business View* on various international topics.
2. Assist area companies in accessing foreign markets to increase international sales of goods and services.
  - Serve as a mentor and facilitator to regional companies to promote trade.
  - Conduct site visits to local firms, refer prospects to public and private trade organizations; conduct follow-up assistance.
  - Organize and sponsor regional trade missions during 2017 to Denmark/Germany, Canada, and Australia.
  - Organize and sponsor regional trade delegations during 2017 to the Southeastern United States – Canadian Provinces Alliance.
  - Encourage and host buyer missions to our region.

- Work with foreign delegations and representatives to develop future allies for offering aid to local firms. Chamber staff will also travel domestically and internationally to prepare fertile environments for future trade missions.
  - Continue to foster the trade mission/trade show grant foundation program to assist and encourage small-to-medium size regional companies to participate in foreign trade events.
3. Take an active role in improving transportation infrastructure and services related to international trade and intermodal movements.
- Work with the Alabama State Port Authority, Mobile Container Terminal and private firms to prioritize and promote waterfront developments and intermodal facilities.
  - Work with the Mobile Airport Authority to support air cargo development at Mobile Aeroplex at Brookley.
  - Administer and maintain the Chamber’s Certificate of Origin program.
  - Coordinate meetings on an as needed basis of the Maritime Affairs Task Force, provide information regarding developments in the Mobile harbor and a forum to discuss courses of action of harbor-related issues.
4. Actively engage in programs of statewide and regional trade organizations to bring awareness of new opportunities to Mobile and to raise Mobile's profile in international trade.
- Sponsor the Gulf Coast Trade Alliance World Trade Conference 2017, a regional effort to educate Gulf Coast area businesses on available export opportunities in foreign markets.
  - Work with Export Alabama Alliance partners on trade-related events including missions, seminars and other trade initiatives.
  - Work with Mobile area universities and colleges to heighten trade awareness among undergraduate and graduate level students.
  - Work with state and federal elected officials and their staffs to promote the Chamber's position on trade issues affecting the Gulf Coast region.

**GOAL: Improve Mobile’s ability to respond to workforce needs.** *(Supports strategic goal: Jobs)*

1. Collaborate with workforce development partners in the city, county, and region to ensure industry needs are being met.
- Support efforts of South Alabama Workforce Development Council (SAWDC), including serving on the steering committee of the annual Worlds of Opportunity event.
  - Maintain relationships with Mobile Works, Alabama Technology Network, AIDT and other workforce development and training providers.
  - Work with Advancing Southwest Alabama Partners on regional workforce-related issues, including serving on the regional leadership team for the ACT Work-Ready Communities designation, assisting in grant writing, and participating in other IMCP-led initiatives.
2. Connect education and industry to help strengthen the pipeline of future workforce.

- Collaborate with the Career Academies of the Mobile County Public School System, serving on advisory boards and councils.
  - Represent the Chamber and support activities of the Mobile Area Education Foundation.
  - Maintain relationships with area community colleges and universities and collaborate with workforce training programs and initiatives.
  - Offer expertise in developing industry partnerships with local colleges, high schools, and training facilities.
  - Collaborate with the region’s businesses in order to assess and offer alternatives to fill their workforce needs and connect with key education and training partners where needed.
3. Support the business recruitment and business retention and expansion efforts within the economic development department.
- Maintain catalog of available workforce development and educational programs as it relates to core industry clusters.
  - Collaborate with workforce development initiatives of the Business Retention & Expansion and Gulf Coast Technology Council committees.
4. Advocate for initiatives that work to recruit and retain a talented workforce.
- Promote the developing entrepreneurship ecosystem by providing project management for the Young Entrepreneurs Academy (YEA!) in partnership with the University of South Alabama and the Alabama School of Math and Science.
  - Manage and support the activities of the Bay Area Healthcare Coalition, including the Health Occupations Career Fair and Summer Scrubs programs.
  - Implement and direct AIDT Leadership Skills Training classes.

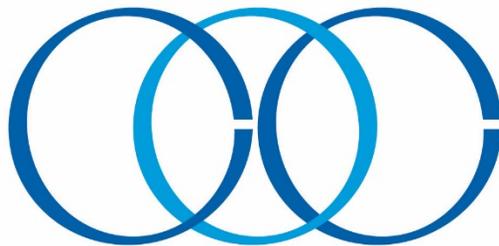
**DELETED/MOVED TEXT**

Civic and Trade Organizations and Manufacturing Directory were removed from the list and the Statistical Abstract was renamed Mobile County Overview under **GOAL: Generate, collect, organize, provide and publish information to support economic development activities that service the needs of prospects, global consultants, existing industries, and members.** (*Supports strategic goal: Value*)

---

# FINANCE & OPERATIONS

---



MOBILE AREA  
CHAMBER OF COMMERCE

## FINANCE AND OPERATIONS

### 2017 Plan of Action

As Submitted by Matthew Hariel, Vice President

**GOAL: Provide and maintain financial control and related services.** *(Supports strategic goal: Excellence)*

1. Prepare and electronically distribute monthly and year-to-date financial statements for each Chamber department, the Chamber Foundation, Industrial Development Board, Industrial Development Authority and the Industrial Park Board.
2. Prepare and distribute monthly invoices for Chamber dues and Partners for Growth investments.
3. Manage cash receipts and disbursements, cash flow and investments for the Chamber, the Foundation, Industrial Development Board, Industrial Development Authority, Industrial Park Board, the Mobile County Economic Development Fund, the City of Mobile Trust Fund, Washington County Economic Development, the Investing Manufacturing Communities Partners grants and the Innovation PortAL.
4. Coordinate the development of budgets, including income, expense, and capital budgets for the Chamber, the Foundation, Industrial Development Board, Industrial Development Authority, Industrial Park Board, Washington County Economic Development Initiative, Investing in Manufacturing Communities Partnership grants and the Innovation PortAL.
5. Coordinate and assist with the preparation of tax filings and annual audits of financial records of the Chamber, the Foundation, Industrial Development Board, Industrial Development Authority, and the Industrial Park Board.
6. Evaluate and implement current federal, state, and IRS statutes and rules relative to non-profit organizations to assure compliance by the Chamber and the Chamber Foundation as to board governance, tax-exempt status, unrelated business income, gifts and donations, appropriate accounting methods, Federal Grant Administration and related party transactions.
7. Prepare and record all accounts receivable and accounts payable in accordance with current policies and procedures and generally accepted accounting standards. Manage and report aged receivables with an emphasis on credit card payments versus invoicing and provide collection assistance to the Chamber departments, the Chamber Foundation, the Industrial Development Board, the Industrial Development Authority, and the Industrial Park Board.
8. Prepare and distribute monthly reports regarding new member sales, member deletions, revenues and expenses, grants, accounts receivables and payables, and other significant accounting data.
9. Analyze and assist with the development of cost efficient expenditures, procedures and methods of operations.

10. Research practicality of processing the deposits electronically.
11. Manage financial controls and reporting for the annual Chamber Chase campaign.
12. Investigate use of other non-dues revenue programs for the good of the Chamber and members.
13. Research and facilitate programs through the Chamber Foundation and consider when a fee structure might be appropriate.

**GOAL: Develop and maintain all records, forms and reports relating to human resource management.** *(Supports strategic goal: Excellence)*

1. Maintain personnel records, forms and reports to assure compliance with internal policies and procedures, and adherence to federal and state rules and regulations.
2. Prepare and file required forms and reports to federal and state agencies regarding payroll taxes and other employer reporting requirements.
3. Prepare and distribute payroll on the 15th and the last day of each month.
4. Evaluate and manage employee benefits and retirement plans.
5. Responsible for updating and storage of Employee Handbook.

**GOAL: Coordinate maintenance of the Chamber building, grounds, fixtures and equipment.** *(Supports strategic goal: Excellence)*

1. Ensure the general operation and maintenance of the buildings and grounds, and other services and activities as required by the Chamber Foundation, and manage the Chamber's cooperative relationship with the Foundation.
2. Maintain, manage and control the Civic Center Drive building and its tenants.
3. Coordinate the repair and maintenance of all equipment and fixtures.
4. Coordinate the rental and scheduling of meeting rooms.
5. Continue to upgrade/renovate the Chamber & Civic Center Drive building interiors as needed. Main Building considerations: Replace ceiling tiles and carpet in offices, paint bathrooms, replace bathroom mirrors, landscape upgrade, repair finish to Hearin room buffet, install Hearin Room floor tile around buffet, clean first-floor tile grout, replace glass panel at front of building, refinish boardroom table, kitchen renovation, roof-skylight, new Chamber street signage, new side table in the Atrium conference room, parking lot resurfacing and restriping.
6. Coordinate space management to fully utilize personnel and storage.

7. Implement Security Incident reports to heighten awareness of security issues regarding Chamber personnel and property.
8. Request all departments to clean out storage space in mail room twice a year (December and July).

**GOAL: Enhance Chamber and Foundation operations through improvement of processes and procedures.** *(Supports strategic goal: Excellence)*

1. Review and distribute the Financial Policies and Procedures Manual.
2. Continue a forms management effort whereby Chamber operation forms are periodically reviewed and revised as necessary for improved efficiency and handling, e.g., expense and mileage reports, absence reports, check requests, time sheets, meeting room reservations, supply requisition forms, and receivables write-off request forms, purchase order form, & invoices.
3. Where practicable, centralize purchasing of capital equipment, improvements and supplies.

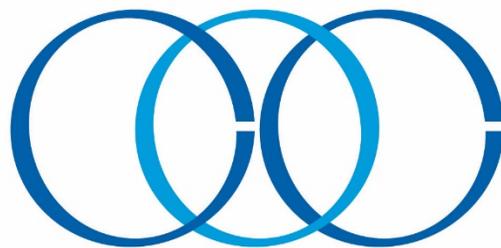
**GOAL: Continue to Enhance the Chamber's Information Technology assets.** *(Supports strategic goal: Excellence)*

1. Maintain security and stability of the Chamber's internal data network. Update and manage the data disaster plan for Chamber operations.
2. Manage the membership database, including SBAweb, and its security and operation. Utilize and leverage the software to positively impact all aspects of membership management and economic development efforts, and to assist department operations. Provide for periodic user training.
3. Assist the Communications Department with maintenance and development of the Chamber's website and other affiliated sites: bayareahealthcarecoalition.com; healthoccupationscareerfair.com; offshorealabama.com; summerscrubs.com and advancingwal.org.
4. Apply affordable hardware and software upgrades as necessary for current and future Chamber needs, including proprietary software applications such as Office, Outlook and SBA.
5. Provide staff with affordable technology-based tools, knowledge and support in an effort to improve workload, including computer software training as needed or requested.
6. Facilitate CSpire upgrade of phone/data system.
7. Maintain digital monitors throughout the building.

---

# MEMBERSHIP

---



MOBILE AREA  
CHAMBER OF COMMERCE

## MEMBERSHIP 2017 Plan of Action

Submitted by Carolyn Golson, Vice President

**GOAL: Exceed budgeted goals for dues and non-dues income to support Chamber operations.**  
*(Supports strategic goal: Value)*

1. Attain positive growth in membership through commissioned sales staff and volunteer efforts. Continue to develop initiatives to target specific business segments and regions.
2. Maintain Chamber member referral program that rewards members for providing successful leads.
- 3.\* Explore membership opportunities for Innovation PortAL clients.
4. Conduct a Total Resource Development campaign with volunteers to recruit new members, secure event sponsors, sell ads in chamber publications and obtain donated goods and services.
5. Continue targeted initiatives to grow the Board of Advisors, providing members with an opportunity to participate at a higher level of engagement and visibility. Attain positive growth with this level of membership. As outreach, continue to conduct periodic Board of Advisor Input Breakfasts, Board of Advisors meetings and other events as needed.
6. Actively market Chamber affinity programs to the mutual advantage of the Chamber and its members.
- 7.\* Continue to build awareness of Save Local Now and encourage members to take advantage of this free benefit.
6. Host a golf tournament as non-dues income project and an opportunity to network.

**GOAL: Provide innovative programs and services that our members desire and value.** *(Supports strategic goal: Value)*

1. Conduct a minimum of six Membership 101 meetings for new and existing members that have an emphasis on increasing the knowledge and involvement of members.
2. Conduct a minimum of six Business After Hours events to offer members networking opportunities and to boost member recruitment and retention.
3. Work to coordinate a Regional Business After Hours to include Mobile and Baldwin county chambers.
4. Continue to expand Business Expo to provide maximum benefit to members. Work with Small Business Development department to include government agencies.

5. Conduct bimonthly Networking@Noon meetings to allow members an opportunity to promote their product or service.
6. Conduct bimonthly Coffee with the Chamber to allow members an opportunity to promote their product or service. One Coffee with the Chamber will incorporate Speed Networking into the event.
7. Conduct New Leaders Reception, as needed, to recognize new-to-Mobile and newly-promoted business leaders.
8. Explore “Best Practices” to show appreciation to members for their investment.
9. Host annual Member Appreciation Day.
10. Leverage the added benefit of membership in the United States Chamber of Commerce.
11. Explore opportunities and implement appropriate new initiatives to enhance benefits for existing members.
12. Host and coordinate Nonprofit Roundtable and Women’s Roundtable to help members build relationships and promote networking inside and outside of their organizations. Groups provide an opportunity to share common issues, solutions and brainstorm new ideas.
13. Explore forming shared interest groups as an added benefit to membership.
14. Produce triannual Valuable Member Offers mailing to give members an affordable opportunity to promote specials.

**GOAL: Ensure awesome customer service to improve member retention and development.** *(Supports strategic goal: Value)*

1. Carry out a member visit program targeting first- to third-year and at-risk members to enhance retention.
2. Focus on businesses recruited by volunteers to ensure those members are familiar with membership value and benefits and to enhance retention. Provide additional opportunities to attend Membership 101 events during Total Resource Development campaign.
3. Coordinate Chairman's Circle using volunteers as a means to increase retention.
4. Update and maintain website for Total Resource Development campaign, chamberchase.com.
5. Coordinate ongoing activities and communications to welcome new members, survey new members and recognize renewing members.
6. Promote Involvement Opportunities list to encourage member engagement.

7. Coordinate an Employee Customer Service Program to recognize and reward Chamber staff for the delivery of "above and beyond" service to our internal and external customers.
8. Seek and implement innovative ways of communicating member benefits to attract and retain members.
9. Implement "Best Practice" member retention and recruitment efforts.
10. Conduct a networking class for members.
11. Monitor segmented strategy for increasing member retention.
12. Explore ideas for networking opportunities with active members.
13. Coordinate the programs and activities of the Ambassadors to assist with membership retention and development.

#### **DELETIONS**

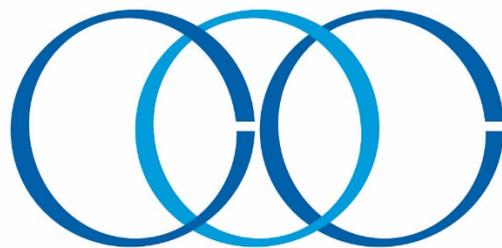
Under GOAL: Ensure awesome customer service to improve member retention and development.  
*(Supports strategic goal: Value)*

- 1.\* Implement No Risk Just Results program offering a money back guarantee to first-time, fair-share members. *(Completed)*

---

# **SMALL BUSINESS DEVELOPMENT**

---



**MOBILE AREA  
CHAMBER OF COMMERCE**

## SMALL BUSINESS DEVELOPMENT

### 2017 Plan of Action

As Submitted by Darrell W. Randle, Vice President

**GOAL: Market and provide technical assistance to area small businesses to help stimulate their development and foster job creation.** *(Supports strategic goal: Jobs).*

1. Continue to provide a small business assistance package offering written information on the tools needed to start and sustain a small business, including a guide to preparing an effective business plan, information on securing a business license, access to capital and alternative sources of capital.
2. Work with Communications and I.T. department to improve visibility, prominence and access to Small Business Development department services on the Chamber's website.
- 3.\* Market the availability of onsite confidential counseling services via Small Business Development Center (SBDC). Assist SBDC Director in promoting its services to Mobile County, the city of Mobile, the city of Prichard and other local municipalities.
- 4.\* Provide and look for ways to expand ongoing small business assistance resources and online training courses via the website and for "members only" access. Explore ways of using technology, (Video Recorded Workshops).
5. SBD will leverage social media by providing information to the Communications and Marketing department for social media promotions of Small Business programming.
6. Market the importance of small businesses' role in economic development by promoting local member companies through success stories and testimonials of the "value of their Chamber membership" in the The Business View and social media.
- 7.\* Continue entrepreneurial programs to build a business case of data to show importance of small businesses role in economic development entrepreneurial training series ecosystem.
- 8.\* Continue to support the 1702 and the Portal, especially as they help assist and grow diverse businesses.

**GOAL: Provide business assistance to minority-owned businesses and encourage their participation in all Chamber activities.** *(Supports strategic goal: Jobs).*

- 1.\* Work with the Growth Alliance Task Force to execute the subcommittee initiatives identified by the task force.
- 2.\* Support the City of Mobile as they implement the city's Diversity Inclusion programs.
3. Engage the Vice Chair of Minority Business Development in helping grow awareness and support of the Chamber's minority initiative by strategically targeting members of the Board of Directors and Advisors for involvement and participation.

- 4.\* Strengthen minority outreach partnerships with minority entities to better reach minority-owned businesses, i.e., Blacks In Government (BIG), 100 Black Men of Greater Mobile GALA event, Hispanic American Business Association of The Gulf Coast (HABA), Bishop State, NAACP and the Black Minister's Alliance.
- 5.\* Continue implementation of best practices of diversity inclusion programs for the Chamber to have the greatest local impact.
6. Utilize the regional certification experts in business certification programs including DBE/MBE and/or SBA 8A Certification, Hub Zones, Service Disabled Veterans, Women-owned and SBA Self Certification programs.
7. Promote inclusive procurement practices and encourage companies to apply for the Rev. Wesley A. James Minority Business Advocate Award (MBA).
8. Small Business Development staff will continue to work with minority-owned businesses to better understand their challenges and adjust program offerings accordingly.
9. Develop specific plan to find and promote Chamber minority-owned member businesses via Chamber publications, Chamber minority business directory, other publications, Chamber website and social media.
- 10.\* Produce the first Gulf Coast Business Diversity conference featuring the annual Eagle Awards.

**GOAL: Coordinate task force activities of select programs, products and services benefiting small businesses. (Supports strategic goal: Value).**

1. Enhance efforts to promote and improve the number of applicants for Small Business of the Year, Small Business of the Month and Eagle Awards. Add to the home page of the Chamber's website and Chamber social media sites.
2. Work with Communications and Marketing Department to create a "brand" for Small Business Innovation Conference.
3. In order to maintain excellence of the Small Business of the Month and Small Business of the Year winners, reestablish an awards and recognition task force, with the Vice Chair of Small Business Development acting as Chair of the Awards task force and also engage the Vice Chair for Minority Business Development to actively recruit qualified Chamber members to apply for these award programs.

**GOAL: Create a system to share local funding sources with interested businesses. (Supports strategic goal: Jobs.)**

1. Continue to support the Small Business Administration's (SBA) Senior Area Manager by increasing awareness of loan activity and available SBA programs in the area and co-host a banker meeting with the Senior Area Manager.

2. Continue to update and refer funding resources to area entrepreneurs.
- 3.\* Explore methods of connecting entrepreneurs to angel investment networks, early stage investors and capital investors.
4. Work with the Chamber's Business Retention and Expansion committee to identify industry sectors and companies that can utilize local businesses.

**GOAL: Provide continuing education, training and business development opportunities for small businesses.** *(Supports strategic goal: Value.)*

1. Conduct semi-annual business matchmaking programs to give small businesses access to business opportunities with larger public and private sector companies.
2. Continue to coordinate with the Membership department on Small Business Development's role in the Business Expo, as it relates to federal, state and local resources' participation.
3. Enhance and expand the marketing of the Executive Roundtable forum in order to increase participation and average 40 participating members at 12 monthly meetings. Encourage the committee to explore ways to increase participation.
- 4.\* Plan and present an annual Small Business Innovation Conference to include the awards ceremony for the Small Business of the Year and Outstanding Entrepreneur awards.
- 5.\* Advocate for funding of the revolving loan fund as submitted to the Alabama Gulf Coast Recovery Council by CEII and the GATF Finance Subcommittee.

**GOAL: Serve as an advocate on issues of concern to the small business community.** *(Supports strategic goal: Advocacy.)*

1. Seek ways to help city government achieve their goal of becoming more business friendly.
2. Assess critical legislation affecting small businesses and develop appropriate response with the Community and Governmental Affairs Department.
3. Provide detailed input to the Alabama Gulf Coast Recovery Council for best uses of RESTORE Act funds to help small businesses recover and grow.

**GOAL: Facilitate assistance provided by other small business resources in the Mobile/ Baldwin area.** *(Supports strategic goal: Advocacy.)*

1. Convene the Small Business Council quarterly to ensure coordination and collaboration and prevent duplication of assistance provided by small business resources in the Mobile/Baldwin area.
2. Better understand, promote and connect the University of South Alabama's Innovation Center with the small business community.

3. Explore technology as a means to connect entrepreneurs to local resources.
4. Advocate for small and disadvantaged businesses to be considered as suppliers and service providers.

#### **DELETIONS**

Under GOAL: Market and provide technical assistance to area small businesses to help stimulate their development and foster job creation. *(Supports strategic goal: Jobs.)*

- 3.\* Market the availability of onsite confidential counseling via Small Business Development Center (SBDC). Assist SBDC Director and SCORE in promoting its services to the city of Mobile, the County and to other local municipalities. Explore opportunities to add SCORE counseling services. *Completed.*

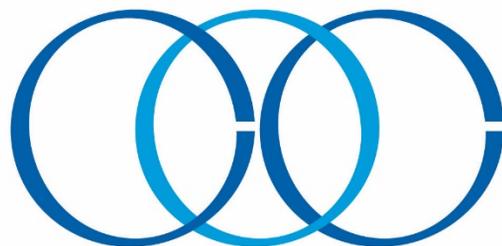
Under GOAL: Provide business assistance to minority-owned businesses and encourage their participation in all Chamber activities. *(Supports strategic goal: Jobs.)*

- 1.\* Through the Growth Alliance Task Force (GATF), develop a strategic plan to coordinate and implement outreach effort to minority-owned businesses to educate them regarding resources and benefits available through Chamber membership. Encourage GATF members to involve these businesses through participation and support of Chamber programs. *Completed.*
- 2.\* Work with City of Mobile officials to investigate “best practice” for minority business inclusion programs. *Completed.*
- 3.\* Support the grant application for the MBDA Business Center (MBDA BC). *Deleted.*
- 8.\* Assist the MBDA Business Center in meeting their Year Ten Measurable Goals. *Completed.*
10. Small Business Development (SBD) and MBDA BC staff will continue to work with minority-owned businesses to better understand their challenges and adjust program offerings accordingly. *Completed.*
12. Encourage MBDA BC staff to maximize their success stories by encouraging their clients to pursue the benefits of Chamber membership. *Deleted.*
13. Partner with the MBDA BC to celebrate Minority Business Week and present the Eagle and Minority Business Enterprise Awards. *Deleted.*

---

# **2017 PLAN OF ACTION SUMMARY**

---



**MOBILE AREA  
CHAMBER OF COMMERCE**

## 2017 PLAN OF ACTION SUMMARY

### COMMUNICATIONS & MARKETING

Provide a constant, proactive and interactive communications program to Mobile Area Chamber members to encourage and maintain an interest in the Chamber and support of our efforts. *(Supports strategic goal: Value)*

Improve the Mobile Area Chamber's image in the minds of the public and make them better aware of who we are and our mission. *(Supports strategic goal: Advocacy)*

Promote the Chamber and the Mobile area via the Chamber's websites, electronic publications and social media outlets. *(Supports strategic goal - Advocacy)*

Improve dialogue with media outlets and promote Chamber activities and issues more heavily in the local market. *(Supports strategic goal: Advocacy)*

Assist the Economic Development Department with implementing the national marketing campaign. *(Supports strategic goal: Jobs)*

### COMMUNITY AND GOVERNMENTAL AFFAIRS

Develop and obtain passage of the Mobile Area Chamber of Commerce Community Legislative Agenda *(Supports strategic goal: Advocacy)*

Recognize and promote importance of transportation infrastructure to continuing business growth. *(Supports strategic goal: Advocacy)*

Promote a local, business-friendly political and legislative climate that encourages economic growth, is responsive to business needs and supportive of business success *(Supports strategic goal: Advocacy)*

Convene key groups and organizations to identify and work on vital community issues. *(Supports strategic goal: Advocacy)*

Improve communication with the membership, elected officials and Chamber staff on key community issues. *(Supports strategic goal: Advocacy)*

Implement the Leaders Exchange with a focus on workable solutions to regional and local issues. *(Supports strategic goal: Advocacy)*

Encourage positive military and civilian relationships. *(Supports strategic goal: Advocacy)*

## ECONOMIC DEVELOPMENT

Aggressively market the Mobile region for business locations and expansions based on community strengths, unique strategic advantages and governed by community quality of life objectives. Support the five-year Partners for Growth goal of creating an average of 800 new jobs per year. *(Supports strategic goal: Jobs and Advocacy)*

Staff economic development services for the Washington County Economic Development Initiative (WCedi). *(Supports strategic goal: Jobs)*

Provide staff support and expertise to the Industrial Development Board (IDB), the Industrial Development Authority (IDA) and the Industrial Park Board (IPB). *(Supports strategic goal: Jobs and Value)*

Involve Chamber volunteer leadership, City and County elected leadership, and local agency allies in current Plan of Action implementation, as well as long-term economic development planning and funding. *(Supports strategic goal: Jobs and Value)*

Generate, collect, organize, provide and publish information to support economic development activities that service the needs of prospects, global consultants, existing industries, and members. *(Supports strategic goal: Value)*

Further develop the Mobile region as a center for international trade and transportation to enhance the foreign sales of area products and services. *(Supports strategic goal: Jobs and Advocacy)*

Improve Mobile's ability to respond to workforce needs. *(Supports strategic goal: Jobs)*

## FINANCE AND OPERATIONS

Provide and maintain financial control and related services. *(Supports strategic goal: Excellence)*

Develop and maintain all records, forms and reports relating to human resource management. *(Supports strategic goal: Excellence)*

Coordinate maintenance of the Chamber building, grounds, fixtures and equipment. *(Supports strategic goal: Excellence)*

Enhance Chamber and Foundation operations through improvement of processes and procedures. *(Supports strategic goal: Excellence)*

Continue to Enhance the Chamber's Information Technology assets. *(Supports strategic goal: Excellence)*

## MEMBERSHIP

Exceed budgeted goals for dues and non-dues income to support Chamber operations.  
*(Supports strategic goal: Value)*

Provide innovative programs and services that our members desire and value. *(Supports strategic goal: Value)*

Ensure awesome customer service to improve member retention and development. *(Supports strategic goal: Value)*

## SMALL BUSINESS DEVELOPMENT

Market and provide technical assistance to area small businesses to help stimulate their development and foster job creation. *(Supports strategic goal: Jobs).*

Provide business assistance to minority-owned businesses and encourage their participation in all Chamber activities. *(Supports strategic goal: Jobs).*

Coordinate task force activities of select programs, products and services benefiting small businesses. *(Supports strategic goal: Value).*

Create a system to share local funding sources with interested businesses.  
*(Supports strategic goal: Jobs.)*

Provide continuing education, training and business development opportunities for small businesses. *(Supports strategic goal: Value.)*

Serve as an advocate on issues of concern to the small business community. *(Supports strategic goal: Advocacy.)*

Facilitate assistance provided by other small business resources in the Mobile/ Baldwin area.  
*(Supports strategic goal: Advocacy.)*